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Assistant Director, ORR 29 May 1958

Chief/G

Comments on Employee Suggestion No. 3148

1. The Staff of the Geographic Research Area has again reviewed Employee Suggestion No. 3148 (please refer to memorandum addressed to SA/RR from Acting Chief/G dated 28 June 1957, same subject), and wish to offer the following points, which we have included as representative of our position:

a. Basic to our philosophy is the feeling that mature individuals coming into intelligence work accept anonymity as one of the conditions of their positions. We believe that an author byline has no place in the intelligence community. It would introduce an element of personal competition and encourage individuals to work more for the advancement of their material well being than for the good of the Office. Bylines are an essential ingredient of similar work being performed outside intelligence organizations because of the factor of competition.

b. The claim for improvement in morale by allowing author recognition of certain types of reports is extremely doubtful. Out of the total Office force of some 800 people, it is very questionable whether more than 100 would be so recognized. This, in a sense, would discount the considerable contribution made by others occupying less favored positions. For every author so recognized, there would be a number of individuals who would not get recognition for their support or service. Perhaps these latter individuals would be just as deserving or, in certain circumstances, even more deserving. Everyone in ORR is, whether they like it or not, a member of a team and all of the work coming out of ORR is the result of team cooperation. To recognize anyone's performance by singling out a report or some other piece of work which results from the efforts of the whole is doing disservice to all contributing members of the team. The Office should not support a favored few.

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SUBJECT: Comments on Employee Suggestion No. 3148

c. If authorship of reports were indicated, the user as an individual -- or the Office using the report -- would tend to evaluate the report on the basis of who wrote it, rather than as a product representing the best efforts of ORR. When report production is individualized through author recognition, we would -- in a sense -- be relieving the Office of responsibility for the performance of its intelligence mission through the publication of reports. As a matter of fact, those who have a need-to-know and are sufficiently interested or well-acquainted with the professional work being done in ORR either already know or can easily find out who is responsible for the production of a report.

d. There would be a considerable problem in working out credit lines for maps or graphics appearing in reports where the author was indicated. We would certainly not be interested in having our maps and graphics attributed to the work of any single individual, be he the author of the report or an officer in any other capacity.

2. As you can see from the above comments, the GRA is definitely not in favor of author recognition for any kind of product resulting from efforts in ORR. We believe that incentives of this kind are basically unsound, and that people who feel a need for this kind of recognition have not yet adjusted themselves to the requirements and characteristics of work in an intelligence organization. We feel very strongly that the singling out of individuals for this kind of recognition would be done without regard to all who make a contribution in the accomplishment of ORR's mission. We also believe that, in the long run, quality and character of performance will be recognized and that people deserving of such recognition will receive it.

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